

ALBERTA CHICKEN PRODUCERS

Strategic Plan 2019 – 2021

Updated for 2020-21



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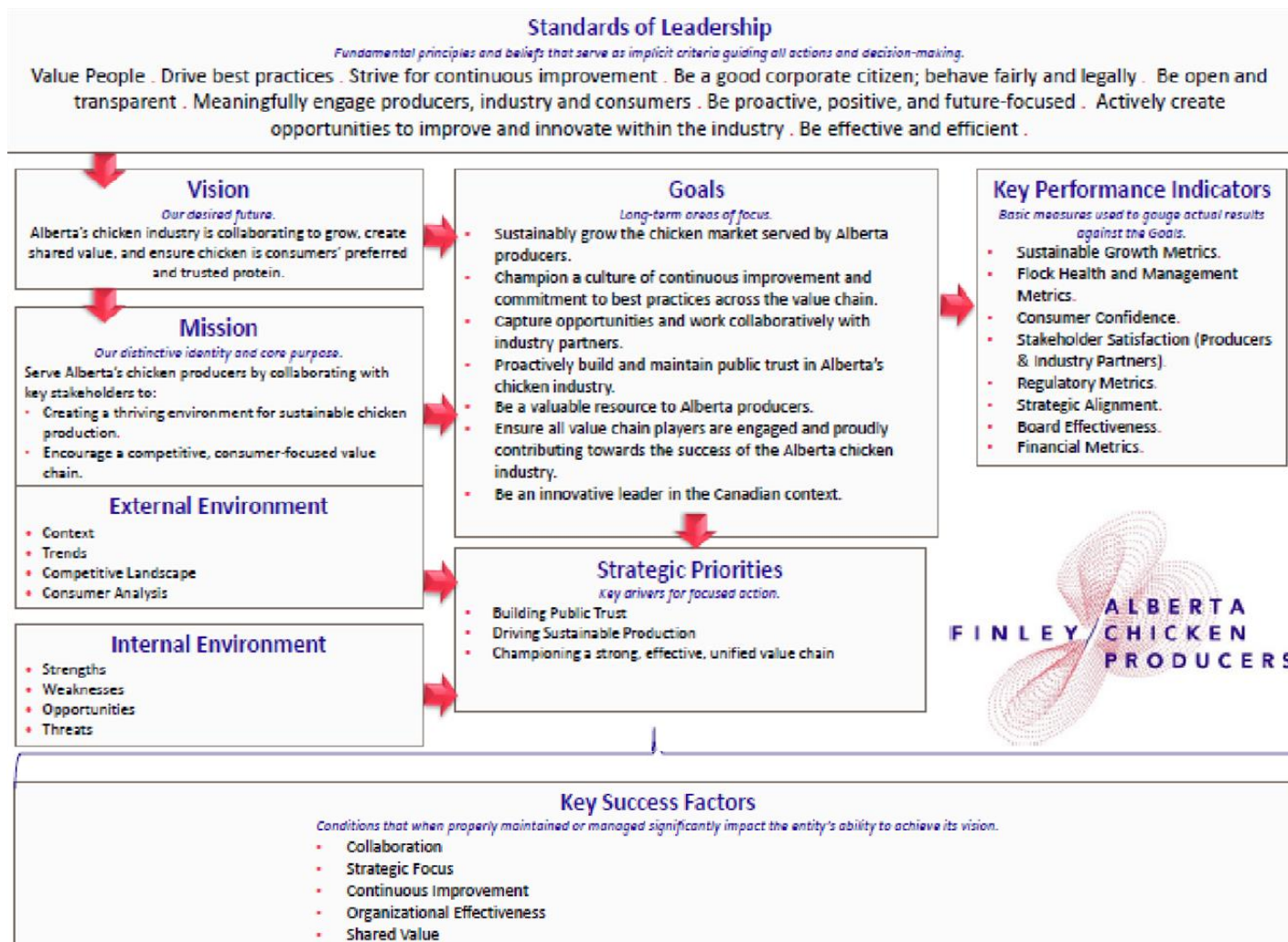
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ACP One-Page Summary



1. Situation Assessment

Context and Background

PURPOSE OF THE ALBERTA CHICKEN PRODUCERS

The Alberta Chicken Producers (ACP) is a provincial 'farmer-run' organization that represents 250 registered chicken farmers in Alberta. Their farmers are local families who are passionately committed to providing consumers with safe, high quality, locally produced chicken, raised under the highest standards of animal care and food safety. A not-for-profit, the ACP regulates chicken production in Alberta. They are governed by a board of five elected directors, administered by the Executive Director and staff. Their 250 members produce over 150 million kg live weight of chicken annually, with a farm gate value of over \$220 million.

The ACP operates through service charges paid by registered producers in accordance with the number of kilograms of chicken they market each cycle. The Board office administers quota transactions, administers allocation and live price, monitors chicken production on each farm, and ensures all registered producers adhere to the requirements of On-Farm Food Safety Assurance and Animal Care Programs.

KEY TRENDS

- Consumer trends (highlights from Intensions Consulting 2018 Consumer Study)
- CFC Strategic Plan 2019-2023 (highlights and points of alignment with ACP)
- 2018 ACP Producer & Stakeholder Survey (highlights)
- NAFTA negotiations / trade and supply management

KEY RISKS

Risks were identified and ranked (see **Figure 1**).

Figure 1: Prioritized Risks

Rank	Risks (2020)	H	M	L
1	Perceptions of Animal Care	9	3	-
2	Activism	9	2	1
3	Bio-Security & Food Safety Incidents	6	4	2
4	Erosion of Public Trust	5	7	-
5	Confidence in the Supply Management System	4	3	5
6	Perceptions of Environmental Impacts	3	8	1
7	Fractured Industry Partnerships	3	8	1
8	Not responsive to consumer trends	2	8	2
9	Emerging Diseases	3	4	5
10	Industry Consolidation	2	8	2
11	Flock Health & Management	1	6	5
12	Succession ACP (Management & Board)	-	2	10

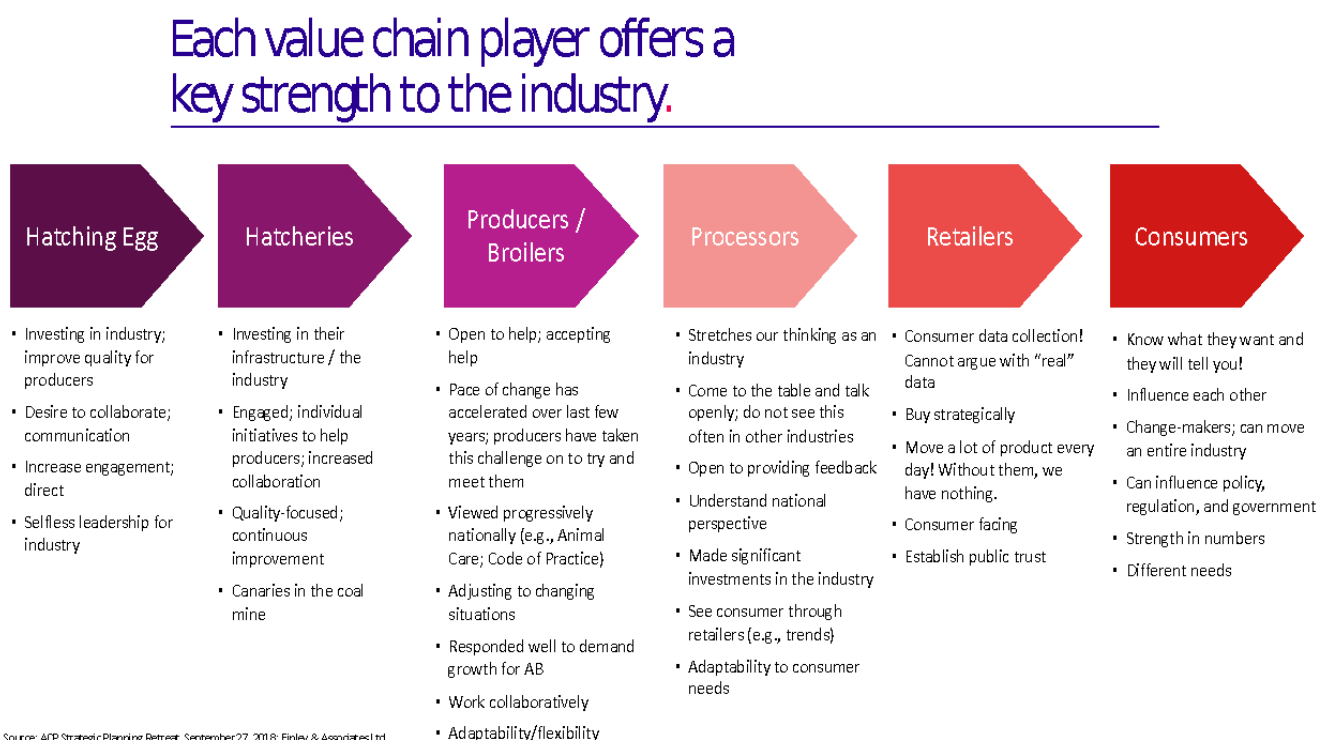
Additional Risks (identified in 2020):

- Flexibility/adaptability in a national system
- Capturing profitability in the value chain
- Market uncertainty

KEY STRENGTHS OF VALUE CHAIN PLAYERS

Several key strengths were identified for each of the players along the value chain¹ (see **Figure 2**).

Figure 2: Key Strengths of Value Chain Players



¹ ACP Strategic Planning Retreat, Sep. 29, 2018

Strategic Priorities

In assessing the key risks and trends that are within the span of control that ACP can address, three strategic priorities⁴ have been identified for action over the next 3 years:

1. **Building Public Trust:**
 - Build trust in chicken production practices
 - Communicate value of supply management to the public
 - Maintain government support for supply management
 - Prepare producers for evolving consumer demands (i.e., leadership development, market intelligence)
 - Match supply to demand (i.e., Consumer confidence, getting the 'right' product to the 'right' market)

2. **Driving Sustainable Production:**
 - Thriving environment – prosperous environment that enables sustainable production
 - Sustainable chicken production – achieve economic profitability, and social and environmental responsibility
 - Maximize production (i.e. infrastructure investment, managing growth)
 - Animal welfare/care (i.e. humane handling)
 - Flock health & management (i.e. food safety, bio-security, AMU reduction)

3. **Championing a strong, effective, unified value chain**
 - Build shared understanding and co-create shared outcomes
 - Work together in new and better ways for greater impact
 - Serve producers - influence, mentor, advocate on issues of common concern within a regulatory framework
 - Coordinate initiatives; co-create solutions; create forums; unify, strengthen and elevate the chicken industry in Alberta
 - Share data/information across the value chain
 - Facilitate partnerships within the value chain

⁴ ACP Board meeting Oct 8, 2015; updated ACP Strategic Planning Retreat, Sep. 28, 2018.

2. Strategic Direction

Standards of Leadership

Standards of Leadership are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.

ACP STANDARDS OF LEADERSHIP⁵

- Value people
- Drive best practices
- Strive for continuous improvement
- Be a good corporate citizen; behave fairly and legally
- Be open and transparent
- Meaningfully engage producers, industry partners and consumers
- Be proactive, positive, and future-focused
- Actively create opportunities to improve and innovate within the industry
- Be effective and efficient

Key Success Factors

Key Success Factors (KSFs) are conditions that when properly maintained or managed significantly impact the entity's ability to achieve its vision. ACP has identified five Key Success Factors.⁶

1. **Collaboration**
 - Co-create solutions
2. **Strategic Focus**
 - Discipline to deliver on strategic priorities
 - Maintain a broad perspective
 - Consumer-focused
3. **Continuous Improvement/Innovation**
 - Research
 - Best practices (at every level)
 - Commitment to learning and leadership development
4. **Organizational Effectiveness**
 - Informed decision-making (data-driven)
 - Business Risk Management
 - Accountability (compliance)
5. **Shared Value**
 - Social, Environmental, Economic

⁵ ACP Board meeting, Oct. 8, 2015; updated ACP Strategic Planning, Sep. 28, 2018.

⁶ ACP Board meeting, Oct. 8, 2015; updated ACP Strategic Planning, Sep. 28, 2018.

Vision

The vision reflects the desired future state of the industry.

SHARED INDUSTRY VISION⁷

Alberta's chicken industry is collaborating to grow, create shared value and ensure chicken is consumers' preferred and trusted protein.

KEY CONCEPTS

- Alberta's chicken industry refers to: Alberta's hatching egg producers, hatcheries, chicken producers, and chicken processors
- Working together; collaboration throughout the value chain
- Various dimensions of 'growth' including leadership capacity, responding to the market, adapting to change
- Triple bottom line (economic, social and environmental)
- Consumer satisfaction
- Product quality / food safety

Mission

The mission communicates the distinctive identity or purpose the Alberta Chicken Producers seeks.

ACP MISSION⁸

Serve Alberta's chicken producers by collaborating with key stakeholders to:

- *Create a thriving environment for sustainable chicken production.*
- *Encourage a competitive, consumer-focused value chain.*

KEY CONCEPTS

- Serve producers - influencer, mentor, advocate on issues of common concern within a regulatory framework
- Thriving environment – prosperous environment that enables sustainable production
- Sustainable chicken production - profitable (economic), socially and environmentally responsible
- Competitive - creates choice, encourages efficiencies and innovation, drives best practices
- Coordinate initiatives; co-create solutions; create forums; unify, strengthen and elevate the chicken industry in Alberta.

⁷ Refreshed Vision ACP Board meeting, Oct 8, 2015; refreshed ACP Strategic Planning Retreat, Sep. 28, 2018

⁸ Refreshed Mission ACP Board meeting, Oct. 8, 2015; refreshed ACP Strategic Planning Retreat, Sep. 28, 2018

Goals

Goals are ideal states to be achieved at some time in the future.

ACP GOALS (2019 – 21)⁹

1. Sustainably grow the chicken market served by Alberta producers.
2. Champion a culture of continuous improvement and commitment to best practices across the value chain.
3. Capture opportunities and work collaboratively with industry partners.
4. Proactively build and maintain public trust in Alberta's chicken industry.
5. Be a valuable resource to Alberta producers.
6. Ensure all value chain players are engaged and proudly contributing towards the success of the Alberta chicken industry.
7. Be an innovative leader in the Canadian context.

⁹ ACP Board meeting, Oct. 8, 2015; refreshed ACP Strategic Planning Retreat, Sep. 28, 2018.

Key Performance Indicators

Key Performance Indicators (KPIs) are measures used to gauge performance against the Strategic Priorities and Key Success Factors (see Table 1).

Table 1: Key Performance Indicators

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion
Priority 2 KSF 3	1.Sustainable Growth Metrics	To sustainably grow the chicken market served by Alberta producers	<ol style="list-style-type: none"> 1. 100% provincial quota utilization averaged over 2 periods and compared to other provinces 2. Board programs and policies support environment for 100% utilization. 3. Reduction in the gap between Alberta's allocation: population from the 2015 ratio of 80.4% 	Production Committee
Priority 2 KSF 3	2.Flock Health & Management	Foster a value-chain culture of continuous improvement and commitment to best farming practices	<ol style="list-style-type: none"> 1. Maintain 2020 7d mortality % for 2020; and 95% of barns reporting <2% 7d mortality (<i>to be updated by Supply Chain Cmte</i>) 2. Deliver brooding workshops to a minimum of 40 producers in 2021 	Supply Chain Committee

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion
Priorities 1,2,3 KSFs 1,2,3,5	3. Consumer Confidence	Proactively build and maintain public trust in Alberta's chicken industry. And Proactively build and maintain customer confidence in Alberta's chicken industry. And Build and maintain public trust in the supply management system.	<ol style="list-style-type: none"> 1. Measured % increase in positive "chicken farmer perceptions" among the 16-29 age demographic from 2018 baseline (45% avg. ~ refer to "positive farmer perceptions" table) 2. Measured % decrease in perception that "chicken contains hormones and antibiotics" among the 16-29 age demographic from 2018 baseline (30% ~ refer to negative product perceptions table) 3. Measured % increase in aided brand recall of the ACP brand from 2018 baseline (21% yes) and CFC brand from 2018 baseline (22% yes) 4. Measured % increase in public support for supply management from CFC's 2018 Leger Marketing Study baseline (90%) <p><i>Note: all targets to be assessed through 2021 Consumer Study</i></p>	Board
Priority 3 KSFs 1,4,5	4. Stakeholder Satisfaction (Producers & Industry Partners)	Collaborate with Industry Partners in addressing matters of mutual interest	<ol style="list-style-type: none"> 1. Establish long-term live price MOU with processors 2. Continuous improvement in feedback received from producer and stakeholder surveys conducted bi-annually (2018 and 2021) 3. Initiate joint actions with industry partners (PR, CSR and GR) 4. Establish relationships with 2-3 regional retailers 	Board
Priority 2 KSF 4	5. Regulatory Metrics	Ensure the integrity of the supply management system in Alberta	<ol style="list-style-type: none"> 1. Zero CARs cited in CFC Provincial Production Audits 2. Zero CARs cited in Animal Care 3rd party NSF audits 3. Zero material issues identified in annual Hatchery inspection 	Board

Priority 3 KSFs 2,4,5	6. Strategic Alignment	Ensure all aspects of the value chain are supporting the shared industry vision	<ol style="list-style-type: none"> 1. Review and align strategic actions semi-annually each Spring and Fall 2. Review and align committees annually 3. Value Chain Engagement:-Meet one-on one with each processor annually, and with the AHEP Board semi-annually 4. Strategic alignment with CFC 5. Year over Year Value Chain Trust Score improvements 6. Research investments are aligned with ACP's priorities 	Board, Governance, and Research Committees
Priority 3 KSFs 4	7. Board Effectiveness	Continuous learning and performance improvement	<ol style="list-style-type: none"> 1. Continuous year over year improvement from previous Board evaluations 2. Increase Producer engagement in Leadership roles 3. All Directors individually participate in minimum of one formal professional development opportunity per year 	Governance Committee
Priority 2 KSF 4	8. Financial Metrics	Ensure transparency and sustainability	<ol style="list-style-type: none"> 1. Budget complies with ACP's Financial Policy Budgeting Principles and reflects the operational realities and strategic plan of ACP. 2. Zero material issues identified in Audit Findings Report 	Finance Committee

Table 2: Work Flow and Timing¹¹

KPIs	Frequency	Date of Review
1. Sustainable Growth Metrics	Quarterly	March, June, Sept., Dec.
2. Flock Health & Management	Quarterly	Jan., April, July/Aug., Oct.
3. Consumer Confidence	Every 2-3 Years	June / July (pre-Strategic Planning)
4. Stakeholder Satisfaction (Producers & Industry Partners)	Bi-Annually	June / July (pre-Strategic Planning)
5. Regulatory Metrics	Annually	Ad Hoc
6. Strategic Alignment	Semi-Annually	May / June and Sept / Oct.
7. Board Effectiveness	Annually	Jan. / Feb.
8. Financial Metrics	Quarterly	Feb., May, Aug., Nov.

Governance

BOARD OF DIRECTORS

- Jason Born, Board Chair
- David Hyink, Board Vice Chair
- Dennis Steinwand, Board Director
- Rob Van Diemen, Board Director
- Henk Schuur, Board Director
- Karen Kirkwood, Executive Director

Figure 1 illustrates the STRIVE Governance Model used by ACP.

Figure 1: Current Governance Structure¹²

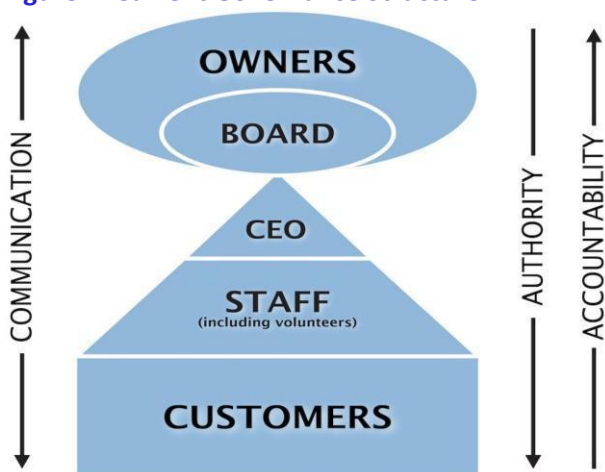


Table 3: Board Committees Aligned to Strategic Priorities and KPIs¹³

	<u>KSF / KPI / Priority(ies)</u>
1. Production Committee	3 / 1 / 2
2. Flock Health & Management Committee	3 / 2 / 2
3. Supply Chain Committee	1,3 / 1,2 / 1,2,3
4. Research Committee	1,3 / 1,2,3 / 1,2,3
6. Finance Committee	4/ 8 / 2
7. Governance Committee	2,4,5 / 5,6,7 / 1,3

¹² ACP Governance Workshop June 9, 2015.

3-year Implementation Plan *updated October 2020*

Priority 1: Building Public Trust

Action	Start Date	End Date	Lead
1.1 Build public trust in chicken production practices*			
a) Actively promote the three pillars of our Raised by a Canadian Chicken Farmer “brand promise” (Food Safety, Animal Care, Sustainability) through videos, photos, facts and interactive engagement initiatives on social media, ACP’s website, and advertising (i.e. NewAd)	Jan 2021	Dec 2021	ED
b) Apply the findings from the 2018 <i>Intensions’</i> Consumer Study to develop and deploy “values-based” messaging to connect with ACP’s target demographics through our communications and marketing initiatives; and conduct follow-up <i>Intensions’</i> Consumer Study in 2021	Jan 2021	Aug 2021	ED
b) Collaborate with CFC and provincial boards in developing messaging and resources to dispel consumer myths highlighted in the 2018 <i>Intensions’</i> Consumer Study and demonstrate transparency throughout the supply chain	Jan 2021	Dec 2021	ED
c) Increase uptake of education tools for teachers through: <ul style="list-style-type: none"> i. collaborating with school boards and identifying opportunities, such as teachers’ events, to increase uptake of elementary curriculum-based resources ii. collaborating with other commodities in developing and disseminating JR/ SR high curriculum-based resources 	Jan 2021	Dec 2021	ED
d) Leverage relationships with 3 rd party ag-vocates (i.e. dieticians, “foodies”, local celebrities, academia) to amplify our messaging <ul style="list-style-type: none"> • Host Dieticians event in 2021 • Increase awareness of our chicken display at the Edmonton Valley Zoo • Increase reach of our messaging through relationships with key influencers (i.e. Linda Hoang, etc.) • Build relationship with Food Banks Alberta to promote our messaging 	Jan 2021	Dec 2021	ED
e) Conduct farm tour for key influencers in our target demographic (in-person or virtually)	Jan 2021	Dec 2021	ED
f) Review and update Humane Catching & Transportation Manual with catchers, live haul operators and processors (last update completed January 2020)	Oct 2020	Jan 2021	Board

1.2 Prepare Producers for evolving consumer demands			
a) Conduct follow up study with <i>Intensions</i> Consulting in 2021	Jan 2021	Dec 2021	Board
b) Use updated consumer study, customer market trends and retail data in presentations to producers	Sept 2021	Dec 2021	ED
c) Provide ongoing tools, resources and training to producers to coach and prepare them to communicate with confidence	Jan 2021	Dec 2021	ED
d) Identify and communicate customer needs to producers (i.e. proper weights, specs, product trends, etc.)	Jan 2021	Dec 2021	Board
1.3 Engage the value-chain in communications			
a) Develop “gate to plate” / supply chain videos featuring producers and their processor to link agriculture and agri-food	Jan 2021	Dec 2021	ED
b) Engage processors and AHEP in public relations events and Stollery partnership events (i.e. Fun Run, etc.)	Jan 2021	Dec 2021	ED
c) Increase producer volunteerism in agricultural and consumer focused events; <i>note: virtual events will be a focus in 2021</i>	Jan 2021	Dec. 2021	ED
1.4 Building strategic partnerships			
a) Broaden and increase partnership network with local retail and food service companies	Jan 2021	Dec 2021	ED
b) Increase use of the Raised by a Canadian Chicken Farmer logo in Alberta retail stores and restaurants	Jan 2021	Dec 2021	ED
c) Leverage partnership with the Edmonton Zoo (targeting our key 16-29 demographic) to communicate our key messages	Jan 2021	Dec 2021	ED
d) Establish partnerships with 1-2 regional retailers <ul style="list-style-type: none"> i. Conduct introductory/exploratory meetings (AB and / or Regional based retailers i.e. Co-op, Save-On Foods) ii. Build on these relationships to engage retail contacts in customer “survey” to obtain their feedback on the perceptions of our chicken industry 	Jan 2021	Dec 2021	ED
1.5 Communicate the value of supply management to the public			
a) Collaborate with CFC and the Alberta SM5 to develop messaging that resonates with the public (<i>i.e. reframe “supply management”</i>)	Jan 2021	Dec 2021	ED
b) Update and maintain materials for producers to use in communicating at a grass-roots level (presentations, infographics, short videos)	Jan 2021	Dec 2021	ED
c) Create new materials with the Alberta SM5 to promote the value of our “local” poultry and dairy industries (i.e. swag, webpage, etc.)	Jan 2021	Dec 2021	ED

d) Support CFC in transferring information from the economic price transmission study (Dr. Goddard- University of Alberta) into key messages	Jan 2021	Dec 2021	ED
1.6 Maintain government support for supply management and agriculture			
a) Collaborate with CFC (federally) and the Alberta SM5 (provincially) to develop messaging that connects the values of supply management to the policies of our provincial and federal governments	Jan 2021	Dec 2021	ED
b) Host SM5 MLA event and include value chain partners	Jan 2021	Dec 2021	ED
c) Arrange meetings with key Ministers, MLAs, MPs and influencers; and where possible, include value chain partners in meetings with key officials	Jan 2021	Dec 2021	ED
d) Encourage producers to engage at the municipal, provincial and federal political levels: <ul style="list-style-type: none"> i. identify political issues to producers and provide them with briefings and messaging to engage with their elected officials ii. house GR materials for producers to use in communicating with elected officials on the Producers' Only web portal 	Jan 2021	Dec 2021	ED
e) Build relationships with other livestock and crop commodities to develop shared understanding of each other's sectors and interests <ul style="list-style-type: none"> i. Initiate a poultry and dairy meeting with the Alberta Cattlefeeders Association and Alberta Beef 	Jan 2021	Dec 2021	ED & Board
f) Work with the commodity boards and the chicken value chain to support the Alberta Minister of Agriculture and Department of Agriculture & Forestry in building public trust in agriculture <ul style="list-style-type: none"> i. leading the ILWG Public Trust Project ii. participation in RDAR iii. participation in the AOPA regulation review iv. participation in the Red Tape Reduction Steering Committee v. collaborating with SM5 to reduce Red Tape 	Jan 2021	Dec 2021	ED & Board
a) Develop a formal Corporate Social Responsibility (CSR) Program for ACP, that aligns with the following principles: <ul style="list-style-type: none"> • Flexible and responsive to actual needs • Value-chain approach: leveraging industry contributions (\$) and in-kind) to maximize impact of the Program • Personal touch: Seeking opportunities that involve Producers and industry partners in a hands-on and meaningful way; and Present the Program to producers for feedback at the Fall Regional Meetings	June 2020	Oct 2020	ED
b) Launch partnership with Food Banks Alberta; evaluate partnership's effectiveness and further opportunities	Oct 2020	Dec 2021	

c) Develop producer-directed donation program: - Present proposed program to industry partners - Present proposed program at 2021 Fall Regional Meetings - Work with Marketing Council and CFC to prepare for implementation of program within ACP's regulatory framework	Jan 2021	Dec 2021	
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**Guided by data and key findings from the Intensions Consulting Consumer Study conducted for Alberta Chicken Producers in 2016 and updated in 2018*

Priority 2: Driving Sustainable Production

Action	Start Date	End Date	Lead
2.1 Allocation setting and metrics			
a) Collaborate with CFC and national analysts to enhance allocation setting metrics	Jan 2021	Dec 2021	ED
b) Integrate Tableau software into analytics and market intelligence reporting	Jan 2021	Dec 2021	ED
c) Collaborate with western chicken boards' analysts to prepare and present market information for western chicken boards	Jan 2021	Dec 2021	ED
2.2 Review and align the Board's programs and policies to support optimum utilization performance			
a) Assess utilization performance relative to other provinces	Jan 2021	Dec 2021	Production Committee
b) Assess impacts of Policy changes: 50% maximum, 5% sleeve change, and increase in timeframe for leasing	Jan 2021	Dec 2021	Board
2.3 Capturing Profitability in the Value-Chain			
a) Work with processors to establish new Alberta live price MOU that delivers a fair and reasonable return on investment for producers	Jan 2021	June 2021	Board
b) Encourage CFC to lobby the federal government to develop and implement a Retailer Code of Conduct	Jan 2021	Dec 2021	Board
2.4 Successfully implement the updated CFC Animal Care Program			
a) Support producers in successful implementation of approved euthanasia techniques	Jan 2021	Dec 2021	ED
b) Provide practical tools and resources to producers (brooding workshops, videos, newsletter articles, etc.)	Jan 2021	Dec 2021	ED
c) Review and update Alberta's Humane Catching & Transportation Procedures Manual with industry partners	Jan 2021	Dec 2021	Board
2.5 Align antibiotic use in Alberta with national AMU strategy			
a) Continue to assess impacts of removal of preventative use of Category II antimicrobials, and trials of removal of Category III antimicrobials, on mortality and flock performance through production data, AMU surveys and CIPARS data	Jan 2021	Dec 2021	Supply Chain Committee

b) Provide feedback to CFC in its evaluation of the goal for Category III antimicrobials; and continue to collaborate with Western provinces	Jan 2021	Dec 2021	Supply Chain Committee
2.6 Deliver flock health resources to producers			
a) Host two brooding workshops (virtually or in-person) annually; focusing on highest priority themes	Jan 2021	Dec 2021	ED
b) Collaborate with PRC and researchers to deliver research outcomes to producers	Jan 2021	Dec 2021	Research Committee
c) Collaborate with Alberta's poultry boards, PHS, the UCVI and Alberta Agriculture & Forestry to develop and implement a long-term strategy and business plan for poultry diagnostic services	Jan 2021	Dec 2021	ED / Board
d) Collaborate with Alberta's poultry boards, Alberta Agriculture & Forestry, and post-secondary institutions to encourage students to enter poultry veterinary medicine	Jan 2021	Dec 2021	Supply Chain Committee
2.7 Food Safety /Pathogen Reduction			
a) Successfully complete the CFC Salmonella surveillance baseline study	Jan 2020	Dec 2020	ED
b) Encourage a practical, responsible, data-driven value-chain approach to pathogen reduction	Jan 2021	Dec 2021	Board / Supply Chain Committee
2.8 Farm Security			
a) Prepare producers to proactively secure their farms and respond in the event of a trespass	Jan 2021	Dec 2021	ED
2.9 Environmental responsibility			
a) Communications: use results of CFC LCA to identify key strengths and promote those strengths in external communications	Jan 2021	Dec 2021	ED
b) Foot printing: use CFC LCA to identify areas of strength and areas for improvement in Alberta	Jan 2021	Dec 2021	ED
c) Energy Efficiency: share case studies with producers and identify opportunities for increased efficiency	Jan 2021	Dec 2021	ED
d) Collaborate with ILWG members in addressing pressures from municipalities on Confined Feeding Operations (CFOs): - build relationship with RMA via Public Trust Project - build confidence among municipalities in the NRCB process	Jan 2021	Dec 2021	ED / Board
2.10 Business Continuity & Contingency Planning			
a) Covid-19 Contingency Planning: continue collaborating with industry partners in furthering the Alberta chicken industry's contingency plan; and hold further discussions with the Alberta government on compensation	Nov 2020	Dec 2021	ED
b) Emergency Depopulation Plan: support the AB Poultry Industry Emergency Management Team in identifying depopulation options for Alberta's poultry sectors and developing a contingency plan	Jan 2021	Dec 2021	ED

Priority 3: Championing a strong, effective, unified value chain

Action	Start Date	End Date	Lead
3.1 Engage Value Chain Partners in ACP's Strategic Plan			
a) Engage AHEP in ACP's Strategic Planning retreat and meet with the AHEP Board annually to review the Strategic Plan and identify next steps for joint actions	Jan 2021	Dec 2021	Board
b) Engage processors in ACP's Strategic Planning retreat and meet alongside the Annual General Meeting to review the Strategic Plan and identify next steps for joint actions	Jan 2021	Feb 2021	Board
c) Conduct one on one meetings with processors to further discuss next steps for joint actions	Jan 2021	Dec 2021	Board
d) Include the voice of the customer, in ACP's 2020 Strategic Planning Retreat with AHEP and Processors	Jan 2020	Oct 2020	Board
e) Revisit the Trust Framework exercise with value chain partners at ACP's 2020 Strategic Planning Retreat	Sept 2020	Oct 2020	Board
3.2 Initiate Value-Chain Engagement Strategy			
a) Establish partnerships with 2-3 regional retailers	Jan 2020	Dec 2021	ED
b) Meet at least twice per year with the Alberta Hatching Egg Producers Board to discuss each Boards' priorities, seek alignment on common matters, and identify opportunities for greater efficiency and effectiveness across the value-chain	Nov 2020	Dec 2021	Board
c) Include hatching egg producers in ACP workshops	Jan 2021	Dec 2021	ED
d) Support AHEP and the Alberta hatcheries in discussing topics of mutual interest (i.e. chick price, SE testing)	Jan 2021	Dec 2021	Board
3.3 Align strategies with key stakeholders			
a) Meet with CFC Executive and Executive Director to discuss priorities and seek alignment on common matters	Jan 2021	Dec 2021	Board
b) Quarterly staff to staff meetings at Executive Director, Market Analyst, Communications, and Producer Programs levels to align action plans	Jan 2021	Dec 2021	ED
c) Share ACP's Strategic Plan with Marketing Council staff	Jan 2021	Dec 2021	ED
d) Work with Marketing Council to initiate development of Bylaws under ACP's Regulatory Framework	Jan 2021	Dec 2021	ED
e) Initiate discussion on regional alignment of strategic priorities among Western provinces: <ul style="list-style-type: none"> i. As a Board, identify key issues for western collaboration ii. Hold a facilitated Western Strategic Planning Discussion with BC, SK and MB Boards 	Nov 2020 Mar 2021	Dec 2020 June 2021	Board

3.4 Build Organizational Leadership Capacity			
a) Conduct Producer Leadership Development Courses for broiler and broiler hatching egg producers	2021 (depending on ability to engage in-person)		Governance Committee
b) Increase Producer engagement in leadership roles (committee work, volunteerism, public relations)	Jan 2021	Dec 2021	Governance Committee
c) Each Director to attend at least one professional development opportunity per year	Jan 2021	Dec 2021	Board
d) Conduct Board Governance Training Session	Jan 2021	Dec 2021	Board
e) Conduct Stakeholder Satisfaction Surveys	June 2021	Aug 2021 (every 2-3 years)	ED

Appendix 1: Strategic Framework

The Strategic Framework provides a consistent model to define the components of strategy.¹⁴



¹⁴ Finley & Associates Ltd.

Appendix 2: Glossary

Action Priorities	The specific steps, or tasks, needed to implement goals.
Budget	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
Goals	Ideal states to be achieved at some time in the future.
Issue	A trend, event or factor, either internal or external, that will likely result in change within the time frame of the plan.
Key Success Factors	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
Mission	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
Objectives	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
Performance Indicators	Basic measures used to gauge actual results against the Goals and Key Success Factors.
Performance Targets	A pre-determined end-result to be achieved within a given period of time.
Situation Analysis	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
Strategic Planning	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Sets parameters for future growth and details strategies to make that growth happen.
Strategy	Enduring guidelines within which decision-making is carried out.
SWOT Analysis	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
Vision	A picture of the desired future state of the organization.
Values	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.